



Strategic Plan

July 1, 2006



State Council on Developmental Disabilities

**Independence
Productivity
Inclusion**

Vision:

Californians with developmental disabilities are guaranteed the same full and equal opportunities for life, liberty, and the pursuit of happiness as all Americans.

Mission:

The Council advocates, promotes and implements policies and practices that achieve self-determination, independence, productivity and inclusion in all aspects of community life for Californians with developmental disabilities and their families.

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GOVERNOR ARNOLD SCHWARZENEGGER

March 2007

Dear Members of the State Council on Developmental Disabilities,

Congratulations on the successful completion of your Strategic Plan. I thank you and all those who have worked hard to create this document that will serve as the roadmap to fulfill critical state and federal responsibilities.

The Strategic Plan details four key objectives: to protect the right of all Californians with developmental disabilities and their families to be independent; promote community; shape public policy that advances their interests; and improve the State Council's effectiveness. These goals are necessary to achieve our ultimate aim – enhancing the welfare of individuals with developmental disabilities. I am pleased that this comprehensive document will go a long way in fulfilling that aim.

I commend all the members of the State Council for devoting their time and efforts to ensure that Californians living with disabilities and their families are receiving appropriate government services. The Strategic Plan will make a significant and positive difference in the lives of many.

We can be proud of what has been accomplished, but I am sure you agree with me that we can do more. My administration and I look forward to working with you on assisting people with developmental disabilities and their families so that we can build a stronger California.

Sincerely,

A handwritten signature in black ink, reading 'Arnold Schwarzenegger'.

Arnold Schwarzenegger

Message from the Chairperson

The State Council on Developmental Disabilities (SCDD) exists to help make sure the developmental disability system provides effective services and support for individuals with developmental disabilities and their families. As Chairperson, it brings me great pleasure to present the first comprehensive strategic plan developed by the SCDD. Over the last year, a new organizational structure was created by the merger with the Area Boards that will advance the work we do. The SCDD Strategic Plan reflects how we aim to create a more coordinated and cohesive approach to assist individuals with developmental disabilities and their families to be included in all aspects of community life. I wish to thank current and past Council Members, Area Board Members, SCDD Staff and other SCDD Stakeholders for their support and participation. I especially want to recognize the Strategic Planning Subcommittee of the State Council for their steadfast efforts in leading the way to develop an SCDD Strategic Plan.

Sascha Bittner, State Council Chairperson

Message from the Executive Director

The SCDD Strategic Plan is a blueprint for action and framework to carry out the SCDD mission. The strategic plan provides focus and direction for goal setting and resource allocations. The State Council establishes overall policy direction for the SCDD. The SCDD managers and staff play an integral role in carrying out the day-to-day mission of the SCDD. As the Executive Director of the SCDD, it is critical that we have a plan that leads to meaningful results over time that is reflective of the SCDD vision and mission, based upon input from all SCDD stakeholders. I feel confident that implementing the SCDD Strategic Plan will lead to enhanced support of individuals with developmental disabilities and their families. I would like to express my appreciation to the staff for helping to ensure the successful development of the SCDD Strategic Plan.

Alan Kerzin, State Council Executive Director

Introduction

SCDD Organization

The State Council on Developmental Disabilities (SCDD) is established by state and federal law as an independent state agency to ensure that people with developmental disabilities and their families receive the services and supports they need and participate in the planning and design of those services.

Councils on Developmental Disabilities are established in each state through the federal ***Developmental Disabilities Assistance and Bill of Rights Act***. This Act also creates state protection and advocacy systems, university centers for excellence, and projects of national significance. Each entity has a federally-assigned responsibility designed to improve services for individuals with developmental disabilities and their families, and enhance independence, productivity and inclusion. The federal definition of developmental disabilities covers persons whose disability occurs before age 22 and includes a mental or physical impairment or a combination of both. There must be a substantial limitation in three or more of these major life areas: self-care; expressive or receptive language; learning; mobility; capacity for independent living; economic self-sufficiency; or self-direction.

The SCDD's state-mandated functions are defined in the California Welfare & Institutions Code (WIC) Sections 4520 - 4570. The majority of the state statutes that govern services for individuals with developmental disabilities are found in WIC Sections known collectively as the ***Lanterman Act***. In California law, a developmental disability is more narrowly defined as occurring before the age of 18 and includes specific categories of eligible conditions: mental retardation, epilepsy, cerebral palsy, autism, and "conditions requiring services similar to those required for persons with mental retardation." California law requires that the individual be substantially handicapped by the disability. In March 2004, new regulations took effect that define substantial disability as significant functional limitations in three or more of the major life activities contained in the federal definition above.

The State Council is uniquely composed of individuals with a developmental disability, parents and family members of people with developmental disabilities, and representatives of State agencies that provide services to individuals with developmental disabilities. The Council consists of 29 members appointed by the Governor, with individual and family consumers representing a minimum of 60 percent of the membership. By law, the Chair of the Council and its committees are individuals with developmental disabilities or members of their families. The Council meets at least six times yearly and is assisted in carrying out its mission by SCDD staff and local Area Board Offices.

In January 2003, state legislation was passed that administratively merged the 13 independent local Area Boards on Developmental Disabilities with the SCDD. All Area

Board employees became staff of the SCDD. The overall reason for the merger was to create a more coordinated approach to assist individuals with developmental disabilities and their families.

Under leadership of the SCDD Executive Director, SCDD staff is located at the Headquarters Office in Sacramento and the 13 local Area Board Offices throughout California. An organizational chart for the SCDD is on page 7.

Major Programs

The SCDD is responsible for developing and implementing goals, objectives, activities and projected outcomes designed to improve and enhance the availability and quality of services and support to individuals with developmental disabilities and their families.

The appointed Council members ensure system coordination, monitoring and evaluation.

The SCDD administer grants to community-based organizations that fund new and innovative community program development projects to implement the federally required State Plan objectives and improve and enhance services for Californians with developmental disabilities and their families. The **Community Program Development Grants (CPDG)** provide funding for new approaches to serving Californians with developmental disabilities that are part of an overall strategy for systemic change. Each year the Council selects objectives from the federally required State Plan and seeks proposals that are new and innovative in providing services to individuals with developmental disabilities and their families.

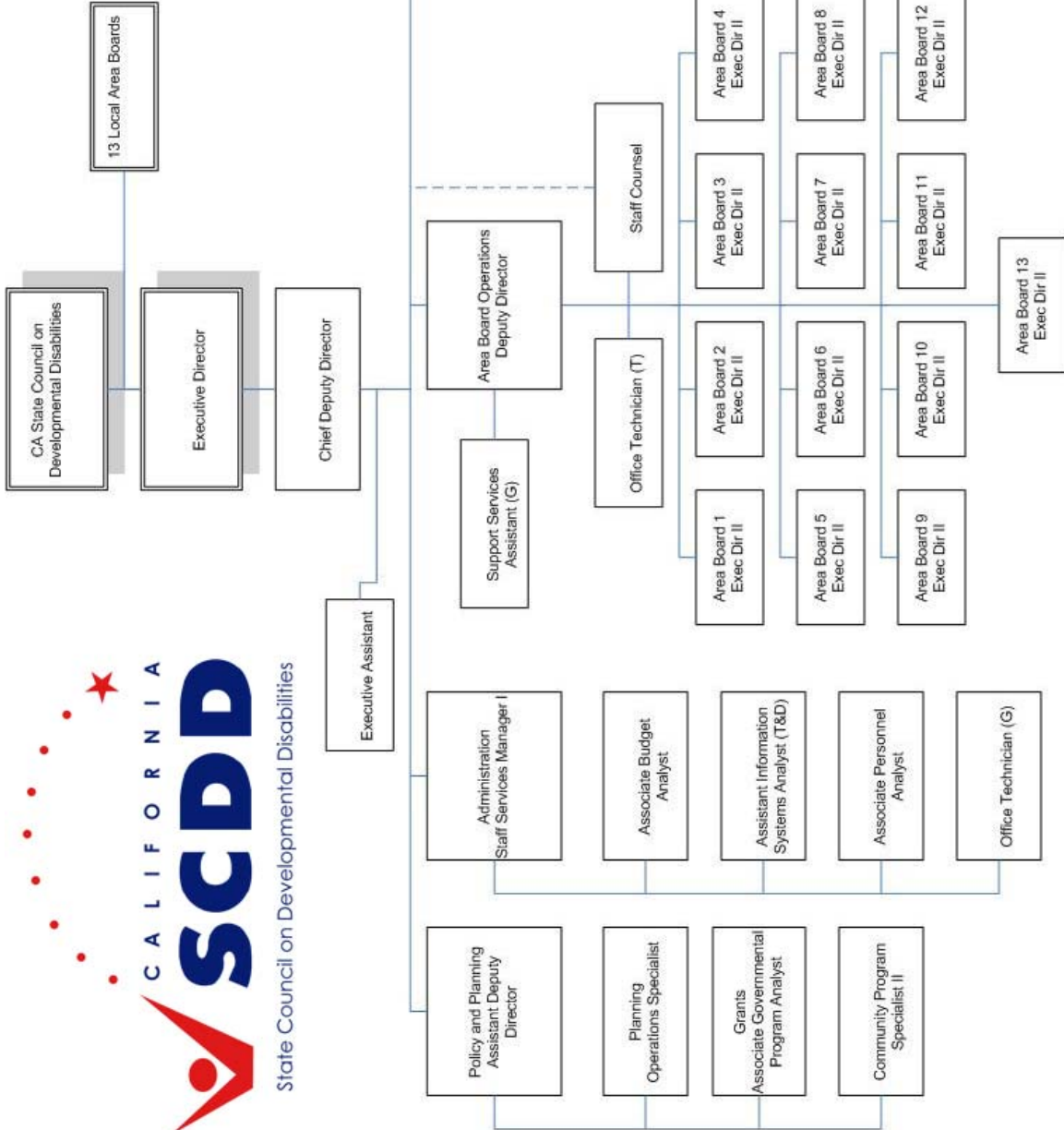
SCDD Area Board Office staff provides services to residents and families living in the community, state developmental centers and state-operated facilities. They help ensure that all appropriate laws, regulations and policies pertaining to the rights of persons with developmental disabilities are observed. Services include: **clients' rights and volunteer advocacy services** for residents of developmental centers and state-operated facilities; **life quality assessments** for individuals who receive community residential services and support; and **appointment of authorized representatives** for individuals who have no legally appointed representative to assist them in making choices and decisions.

Individuals and agencies may apply for **Council Sponsorships** of up to \$999 for events that promote consumer and family self-advocacy. The SCDD believes consumers and families should have control, choice and flexibility in the services and supports they receive. The best way to accomplish this is through increased access to knowledge on which informed choices can be based. Priority is given to those individuals who have not previously received an SCDD sponsorship.

The **13 local Area Boards** are an integral part of the SCDD and assist with advocacy, training, coordination, and implementation of SCDD goals and objectives. Outcomes are reported for inclusion in reports to the federal government and the California Legislature.



State Council on Developmental Disabilities



SCDD
Organizational
Chart
Summary
4/01/2006

SCDD Strategic Plan Development Process

In developing the SCDD Strategic Plan, the method or process was considered as important as the plan itself. The process was strategic because it involved *choices* in response to internal and external factors. It was *systematic*, involved choosing *priorities*, laid groundwork for *meaningful change* and built *commitment* by engaging key stakeholders. The components of the SCDD strategic plan development process included:

- Steps to Develop and Implement Plan
- External/Internal Assessments
- Mission and Vision Statements
- Core Values (Principles)
- Goals and Objectives
- Performance Measures
- Action Plans
- Track and Monitor Progress

Strategic Planning Subcommittee – The State Council appointed a Strategic Planning Subcommittee to oversee the development of a strategic plan. The Subcommittee provided leadership and guidance on the development of a strategic plan; were responsible for all the actions and steps taken to-date; and developed the steps and process for the development of an SCDD Strategic Plan.

Training – The Strategic Planning Subcommittee, Executive Committee, State Council and Managers received training on strategic plan development and performance-based management.

External Assessment – The State Council conducted an environmental scan or external assessment. The survey was provided to SCDD stakeholders. The survey focused on an awareness of SCDD, Area Boards, SCDD/AB merger and stakeholder priorities.

Internal Assessment – The State Council conducted an internal assessment. Council Members, Area Board Members, SCDD managers and staff were included in survey. The survey focused on an understanding of the SCDD mission, vision and core values; leadership, planning and structure, results and quality; people, relationships and performance expectations.

Strategic Planning Session – In addition to the *External Assessment*, the State Council held a Strategic Planning Session to get input from stakeholders. Council Members, Area Board Members and Representatives attended. The Strategic Planning Session focused on the Vision and Mission of the SCDD as well as goals and priorities.

Key Goals – Based upon input from stakeholders, external and internal surveys; the State Council developed broad key goals.

Objectives with Performance Measures – The SCDD Executive Director, working with the Headquarters Managers and Area Board Executive Directors, developed measurable objectives which were approved by the State Council.

Action Plans – As an addendum to the SCDD Strategic Plan, the SCDD Executive Director will be developing action plans to implement the goals and objectives of the SCDD on an annual basis.

Track and Monitor Progress – The SCDD Executive Director will be developing a system to monitor and evaluate progress.

SCDD Strategic Plan and State Plan Relationship

The **SCDD Strategic Plan** and the federally required **State Plan** are different, but interrelated, documents.

Federal law requires the SCDD to conduct a comprehensive review and analysis of services, supports and other assistance in the State available to individuals with developmental disabilities. The identified priorities, goals, objectives and strategies that will be used to improve or expand services and supports for individuals with developmental disabilities are submitted to the federal government in the form of a **State Plan**. Councils utilize a number of strategies such as training, educating policymakers and communities, coalition development, barrier elimination and demonstration projects to address priority areas. The **State Plan** objectives are achieved through SCDD and Area Board activities and Community Program Development Grants. The **State Plan** must be approved by the federal Administration on Developmental Disabilities. Effective with the passage of the Developmental Disabilities Assistance and Bill of Rights Act of 2000, the Plan covers a five-year period. The **2007 State Plan** covers the time period from October 1, 2006 to September 30, 2011. It addresses specific information required by the federal Administration on Developmental Disabilities, and includes the Council's determination of areas of emphasis and resulting goals and objectives for the five-year time period. The **State Plan** is a prerequisite to the SCDD receiving approximately \$7 million each year from the Administration on Developmental Disabilities to accomplish the goals set forth in the **State Plan**.

The SCDD has broader responsibilities than set forth in federal law. Approximately \$6.5 million is received each year from State of California funding sources to fund those activities. Those activities are in addition to those contained in the **State Plan**.

The State of California has requirements that each State Agency develop a **Strategic Plan**. The **Strategic Plan** should provide overall policy and direction consistent with the Vision and Mission Statement. The State Council, therefore, made the decision to establish an **SCDD Strategic Plan** that reflects **all** the responsibilities, both state and federal, of the SCDD. As required by federal law, the **State Plan** will continue to be produced as a separate document, but will emanate from the **SCDD Strategic Plan**.

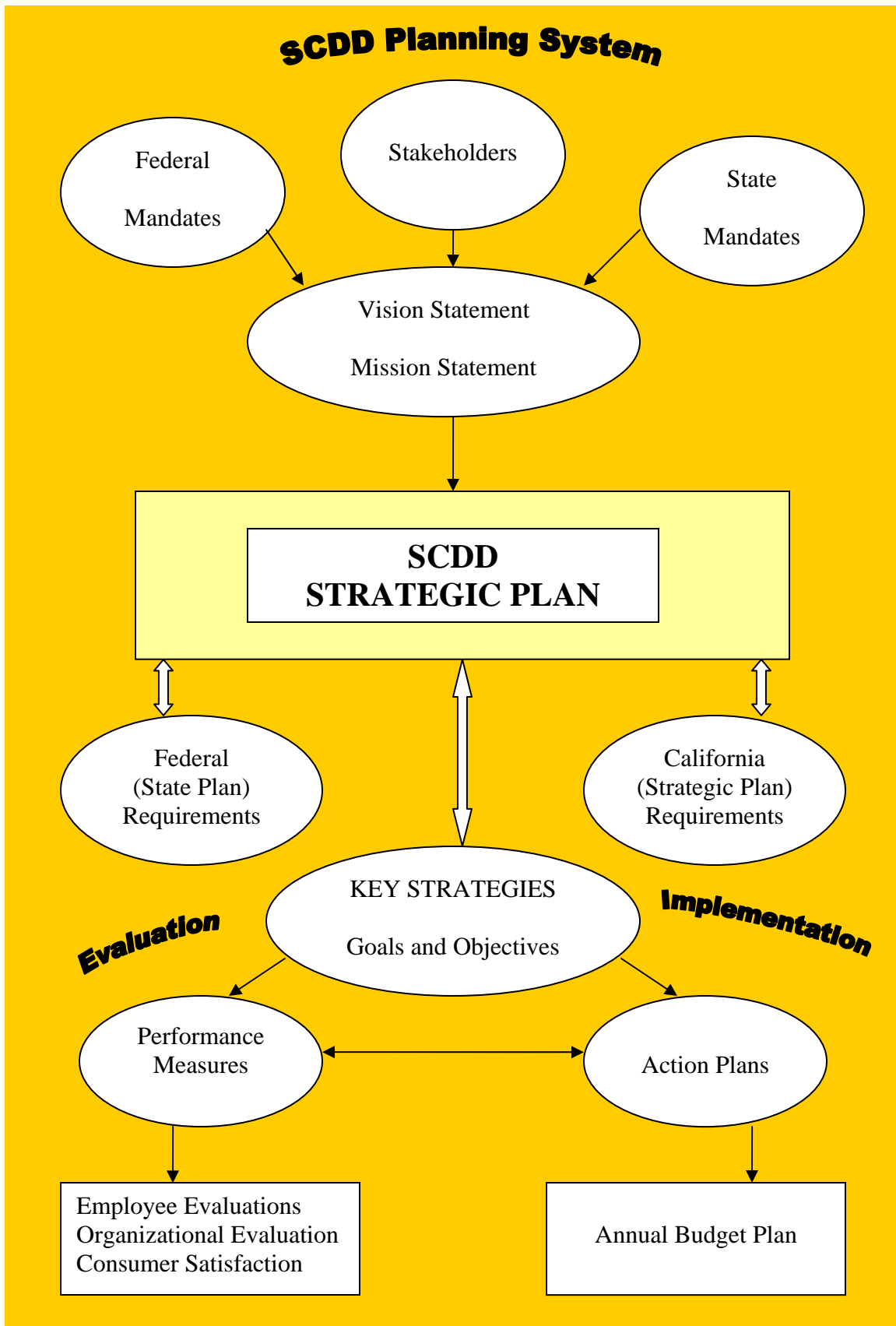
This year, because of timing, a parallel track was utilized to develop both plans. In approving the development of an **SCDD Strategic Plan** and the federally required **State Plan**, the following factors were considered:

1. There should be an overall strategic plan for the SCDD. That plan should reflect a vision and mission that is reflective of federal mandates, state mandates and stakeholders.
2. The federally required State Plan should be a **component** of the SCDD Strategic Plan.
3. When developing the SCDD Strategic Plan, federal reporting requirements (including the components, performance measures, 5 year strategic plan and annual reports), should be considered and integrated into the SCDD Strategic Plan.
4. The federally required State Plan development process is already established. That process should continue and run parallel to the development of the SCDD Strategic Plan. The results of the State Plan process should merge with the SCDD Strategic Plan.
5. When establishing priorities, the Council must consider the requirements of the State Plan as well as requirements of other Council work (e.g., the Department of Developmental Services contract for providing life quality assessments, client rights and volunteer advocacy services).
6. The SCDD Strategic Plan will meet State of California strategic planning requirements. The SCDD Strategic Plan (as defined by the SCDD Planning System Model) will reflect all activities funded by federal and state (reimbursed) funds.

SCDD Planning System Model

The SCDD Planning System Model (Page 10) is uniquely developed for the State Council on Developmental Disabilities. The Model shows how input from Stakeholders, Federal and State Mandates forms the basis for the vision and mission for the SCDD. The SCDD Strategic Plan is derived from the SCDD Vision and Mission Statements. The State Plan (as required by the Federal Government) and the Strategic Plan (as required by the State of California) are plans that are not mutually exclusive from the SCDD Strategic Plan. ***The SCDD Strategic Plan serves as the overall strategic plan for all SCDD operations. It recognizes that SCDD activities receive funding from both federal and state sources.***

The SCDD Planning System Model shows that strategies/goals/objectives are formulated based upon input from federal and state requirements, stakeholders, and the vision and mission of the SCDD. Performance Measures should be established along with action plans to implement the goals and objectives. Performance measures serve as the basis for evaluation while consumer satisfaction helps to determine overall SCDD success. Action plans must tie to the Annual Governor's Budget to help ensure resources are allocated and expended according to Council priorities.



Communication and Input

An environmental scan was conducted by the SCDD. Environmental scanning looks at both external and internal factors. An environmental scan is conducted to answer questions about the present and the future. It develops a common perception; identifies strengths, weaknesses, trends and conditions; and draws upon internal and external information. An environmental scan is also a key on-going process for internal and external honesty and openness to changing conditions. Surveys, questionnaires, focus groups and open forums are typically used to conduct environmental scans.

External Assessment

The State Council obtained the services of an independent firm (XenologiX) to conduct an environmental scan/external assessment. The methodology utilized by XenologiX included a questionnaire, mail, telephone and web-based surveying. The questionnaire was aimed at soliciting information and insights on awareness of the SCDD, Area Boards, SCDD/AB merger and stakeholder priorities for the State Council.

The Stakeholder Group included:

Area Association of Aging
Association of Regional Center Agencies
California Association of Retarded Citizens
California Association of Social Services Agencies
California Association of State Hospital Parents
California Rehabilitation Association
Californians with developmental disabilities
Department of Developmental Services Consumer Advisory Group
Department of Social Services
Family Resource Centers
Fiesta Educativa, Harambee, and other Parent/Consumer Groups
Legislators
Local Developmental Disabilities Councils
Office of Clients' Rights Advocacy (Protection and Advocacy, Inc.)
Parent Training and Information Centers
People First
Protection and Advocacy, Inc.
Regional Centers (Director, Board Chair, Provider Groups)
SCDD Community Program Development Grantees
SCDD Council Members and Area Board Members
SCDD Employees
Society of Community Care Operators
The ARC California
United Cerebral Palsy

In summary, of those responding, the majority was very familiar or somewhat familiar with the SCDD, the Area Boards and was aware of the change in state law resulting in the SCDD/AB merger. The top *priority* areas were: health, housing, self-determination, community supports and education. The top *methods* the SCDD should use to address the priorities were: fund special projects and grants; increase public awareness; inform and educate government officials; provide advocacy assistance; provide information and referrals to individuals, families and others. The key entities that the SCDD should *pay more attention* to were: other state government agencies and regional centers. Finally, the most important *system issues* were: keeping the rights to services in state law, assuring quality services and supports, ability to implement new and innovative services, awareness of new and innovative services delivery models, eligibility for regional center services and implementing self-determination.

Internal Assessment

The State Council contracted with the Tarjan Center at UCLA to conduct an environmental scan/internal assessment. The survey method was used to collect actionable information about SCDD's relative strengths and weaknesses, and internal management from the viewpoint of staff, management, State Council and Area Board members. The Strategic Planning Subcommittee drafted the survey questions. Council Members, AB Members, SCDD managers and staff were included in the survey. The survey focused on an understanding of the SCDD mission, vision and core values; leadership, planning and structure, results and quality; people, relationships and performance expectations.

In summary, the majority felt that: the mission, vision and core values were reflective of the purpose and ideals of the SCDD, policies needed to be practiced with measurable objectives being developed; leadership roles and responsibilities needed clarification, there was not a strong spirit of cooperation between Headquarters and Area Board Offices; and inadequate communication exist between the various levels of the organization. Nearly half of those responding expressed a need for clarification about the role and responsibilities of the Area Board Members. Finally, a majority did not believe that the SCDD was doing a good job at achieving its mission. Recommendations included: appropriate training for Council and Area Board Members, delineation of roles and responsibilities, communication and improving overall working environment.

Strategic Planning Session

The State Council held a two-day planning session to discuss and begin preparation for the SCDD Strategic Plan. The purpose of the Strategic Planning Session was to get input from stakeholders. In attendance were Council Members, AB Members and Representatives. The SCDD contracted with Tetra Tech EMI to facilitate the session. The Strategic Planning session resulted in draft vision and mission statements, as well as draft principles. The mission and vision statements were adopted by the State Council. The principles are reflected in the SCDD Core Values Statement.

In summary, the top priority issues identified by the stakeholders were: *quality assurance* to evaluate the effectiveness of the system and services to individuals and families with developmental disabilities; improve the *internal management structure* of SCDD; *community support* and *quality of life*; and *education* and *early intervention*.

Governor's Initiatives

The Health and Human Services Agency provided input on the Governor's priorities that have an impact on individuals and families with developmental disabilities. They include:

- Child Welfare
- Access to health care
- Health, nutrition and fitness
- Seniors and disabled integrated into the community
- Protection from emergencies

Consultant Services

In addition to the input received from XenologiX, Tarjan Center at UCLA and Tetra Tech EMI, the SCDD also received assistance from CPS Human Resources. The State Council contracted with CPS Human Resources to obtain staff support for the Strategic Planning Subcommittee and the State Council in development of the strategic plan. The Staff Consultant provided training to the SCDD; developed the SCDD Planning Model; coordinated planning activities for the Council, Subcommittee, Staff and Contractors; and recommended coordination of the federally required State Plan with the development of the SCDD Strategic Plan.

Strategic Plan Elements

Based upon federal mandates, state mandates and input from SCDD stakeholders and staff, the State Council adopted the following Vision Statement, Mission Statement and Core Values Statement:

SCDD Vision Statement

Californians with developmental disabilities are guaranteed the same full and equal opportunities for life, liberty, and the pursuit of happiness, as all Americans.

SCDD Mission Statement

The Council advocates, promotes and implements policies and practices that achieve self-determination, independence, productivity and inclusion in all aspects of community life for Californians with developmental disabilities and their families.

SCDD Core Values

As employees of the SCDD, our primary function is to help the Council fulfill its mission by implementing practices and policies to assist Californians with developmental disabilities. We believe, and together will exemplify, the following values:

- 1) We are entrusted to serve individuals with developmental disabilities and carry out the mission of the SCDD.**
- 2) We are committed to providing excellent services to all customers – that is, anyone that you provide a service to including people with disabilities, the general public, other SCDD staff, other state and federal agencies, etc.**
- 3) All individuals are unique and important, and will be treated with fairness, dignity, and respect.**
- 4) We take pride in our work and are accountable and trusted to carry out our responsibilities with honesty and integrity.**
- 5) Open communication, cooperation, and teamwork are shared responsibilities and essential to the successful performance of our work.**
- 6) We are committed to creating an inclusive work environment, which reflects and supports the diversity of our community and enriches our perspectives.**
- 7) Initiative, leadership, personal development, and training are vital for us to continuously improve.**

SCDD Key Goals and Objectives

A systematic process was utilized to formulate the SCDD Key Goals approved by the State Council. Input from the external assessment, internal assessment and stakeholders was the primary basis for the SCDD Key Goals established by the State Council. In formulating the SCDD Key Goals, the vision and mission of the SCDD served as a guide.

By definition, key goals are to be broad, while objectives to implement the key goals need to be more specific and measurable. The SCDD Key Goals, therefore, are broad and establish policy direction for the SCDD. It was a conscious decision to limit the number of SCDD Key Goals. When goals and objectives are established, they need to be realistic and achievable.

In developing the SCDD Strategic Plan it was emphasized that while the State Council establishes overall policy direction; the SCDD Executive Director, Headquarters Managers and Area Board Executive Directors have a major role in the development of measurable objectives based upon the SCDD Key Goals approved by the State Council. All SCDD Staff should have input into *implementation* of goals and objectives. Accordingly, the SCDD Objectives were developed by SCDD Managers, under the leadership of the SCDD Executive Director. The State Council and SCDD Executive Director reached agreement on the measures for evaluating organizational success in attaining the vision and mission of the SCDD.

Basic assumptions:

- In developing the SCDD Key Goals, the vision and mission of the SCDD served as the basis. The vision and mission were formulated from federal and state mandates and stakeholder input.
- All of the goal and objectives contained within the SCDD Strategic Plan strive to attain cultural competency (as defined in the Definitions Section); reach all Californians; and reflect the geography and diversity of the State with respect to race and ethnicity.
- Goals are something we are trying to achieve. They are broad statements of a desired longer-term, global impact of a program.
- Objectives are precise, measurable and time-phased.
- Targets are for measurements that help determine effectiveness.

Key Goal 1:

Advance the rights and abilities of all Californians with developmental disabilities and their families to exercise self-advocacy and self-determination.

Objectives through Council efforts:

1. Annually, increase the number of participants in self-advocacy groups by 10% in each Area Board catchment area.
2. Annually, ensure at least 1,000 individuals with developmental disabilities and their families are active in self and peer advocacy.
3. Annually, ensure at least 130 individuals with developmental disabilities and 130 family members receive training to participate effectively in leadership roles at the local, state and/or federal level.
4. By the year 2008, ensure at least 3,000 Californians with developmental disabilities and their families have culturally competent information and/or advocacy to transition successfully to self-directed services.

Key Goal 2:

Promote the full inclusion in all chosen aspects of community life for Californians with developmental disabilities and their families.

Objectives through Council efforts:

1. Annually, replicate successful technical assistance models to increase participation of 100 children in inclusive preschools.
2. Annually, work collaboratively with the Department of Developmental Services to strengthen and expand the scope of existing and future contracts to increase control, choice, flexibility and community inclusion.
3. By the year 2008, ensure at least 5,000 children with developmental disabilities and their families annually have culturally competent information, advocacy and/or support to be full participants in all aspects of community life including, but, not limited to: infant development, preschool, school, after school, recreation and child care.
4. By the year 2008, develop and implement a plan that educates employers and employment professionals to promote careers and eliminate barriers so people with developmental disabilities obtain employment of their choice.

Key Goal 3:

Shape public policy that positively impacts Californians with developmental disabilities and their families.

Objectives through Council efforts:

1. Annually, support public policy that promotes access to an array of quality services and supports, including adequate reimbursement rates.
2. Annually, educate at least 100 policy makers, public officials and health professionals, on the importance and need for universal developmental screenings for all children.
3. By the year 2009, ensure an external team of expert evaluators complete an evaluation of the California service delivery system and make recommendations toward creating a seamless system of service delivery for people with developmental disabilities throughout the lifespan.
4. By the year 2009, advocate for the State to apply for a Social Security Administration Waiver that allows individuals with developmental disabilities to have up to \$10,000 in the bank.
5. By the year 2009, advocate for the State of California to adopt the complete federal definition of “developmental disability” to expand access to services for those that meet the federal definition.
6. By the year 2010, support legislation to establish seamless funding for services over a person’s lifetime.
7. Within 5 years, increase to 15,000 the number of individuals with self-directed services, by influencing public policy.
8. Annually, collaborate with federal DD Act partners to identify key issues that impact individuals with developmental disabilities and their families.

Key Goal 4:

Improve the SCDD organization and operations to effectively support the SCDD Vision and Mission and work collaboratively with other pertinent state agencies.

Objectives through Council efforts:

1. By January 2007, develop and begin implementing a plan which enhances leadership capacity of the SCDD and clarifies organizational roles and responsibilities, including: State Council Members and Area Board Members; Executive Director and State Council; and Headquarters and Area Board staff.
2. By June 2007, develop and implement a plan to establish an effective and efficient administrative support system.
3. By 2007, develop and implement an outreach and recruitment plan that promotes the appointment of Council Members, Area Board Members and Staff, that reflects the geography and diversity of the State with respect to race and ethnicity.
4. Annually, work to increase the number of individuals with developmental disabilities employed by the SCDD and other state agencies.
5. By June 2008, develop and begin implementing an information system that captures reliable data and valid measurement of every objective.
6. By January 2008, develop an organizational performance evaluation system.
7. By the year 2010, the SCDD and the Area Boards will create a cohesive local and statewide network of information sharing and advocacy for people with developmental disabilities through training and support.

Strategic Plan Implementation

While establishing a strategic plan is a major step toward achieving the vision and mission of the SCDD, implementation is the key to organizational success. It is imperative, therefore, that the SCDD Executive Director takes the necessary steps to attain the goals and objectives contained in the SCDD Strategic Plan. Those steps will include the following:

Annual Action Plans

The SCDD Executive Director will develop an implementation plan for each objective. The implementation plan will include what actions and steps will be taken on a fiscal year basis to ensure successful implementation of each objective and goal. The implementation plan will include specific targets for annual performance evaluation of the Executive Director. These activities will be assigned to appropriate SCDD Managers and Staff. All objectives will begin implementation in Fiscal Year 2006-2007.

Tracking and Monitoring Progress

Systems to monitor progress and evaluate employee and organizational performance are critical to ensure organizational performance. It is the method that the State Council can determine success in meeting the vision and mission of the SCDD. ***Key Goal 4, Objectives 5 & 6*** are priorities for the SCDD Executive Director. They recognize the importance of having the data and systems in support of organizational performance evaluation. The SCDD Executive Director will develop a system to monitor progress, management reporting and keeping the plan on track. The management reporting system will be for staff as well as reporting to the State Council.

Definitions

Below are some definitions and explanations of the terms used in the process for developing the SCDD Strategic Plan:

What is strategic planning?

- An action-oriented guide or road map
- Based upon internal and external factors
- Directs goal setting and resource allocations
- Leads to meaningful results over time

Why strategic planning?

- Enhances ability to meet agency program mandates
- Improves chances to better serve the public
- Develops a framework for orderly growth and progress
- Facilitates the prioritization process
- Serves as the foundation for organizational and individual performance
- Government Code Section 11816 requires the development of a strategic plan

What are the four basic questions in the strategic planning development?

- Where are we now?
- Where we want to be?
- How do we get there?
- How do we measure progress?

What are the components of a strategic plan?

- Steps to develop and implement plan
- Internal/External Assessment
- Mission and Vision Statements
- Core Values (Principles)
- Goals and Objectives
- Action Plans
- Performance Measures
- Track and Monitor Progress

What is an environmental scan and internal/external assessment?

- An analysis of key external elements and forces, including stakeholders (opportunities and threats)
- An assessment of an agency's performance, problems and potential (strengths and weaknesses)

Mission – Agency’s uniqueness for existence

Core Values (Principles) – Core values and philosophies describing how the agency conducts itself in carrying out the mission

Vision – Conceptual image of the desired future

Goals and Objectives – Something we are trying to achieve

Drafting Objectives – Objectives should be clear, realistic and obtainable, as well as precise, measurable and time-phased. They should include the following elements:

- Direction of change
- Target population
- Time-frame
- Method for collecting data

Action Plans (Operational Plans) – Description of key strategies to implement goals and objectives

Performance Measures – Measures results and ensures accountability

Monitoring and Tracking Systems – Systems to monitor progress, management reporting and keeping the plan on track

What are the keys to a successful SCDD Strategic Plan?

- Full support of the Council
- Full support of Executive Management
- Participatory
- Clearly defines responsibilities
- Produces understanding and common purpose
- Realistic
- Politically sensitive
- Establishes accountability for results
- Links the annual budget process

Culturally Competent – As federally defined, the term “used with respect to services, supports, or other assistance, means services, supports, or other assistance that is conducted or provided in a manner that is responsive to the beliefs, interpersonal styles, attitudes, language, and behaviors of individuals who are receiving the services, supports or other assistance, and in a manner that has the greatest likelihood of ensuring their maximum participation in the program involved.”

Acknowledgements

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Notes:

This image shows a full page of blank white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for writing or drawing. There are no margins, text, or other markings on the paper.



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